

出國報告（出國類別：其他（語言訓練））

經濟部派赴美國喬治城大學國際經濟商務
人員語言訓練（英文組）

服務機關：經濟部國際貿易局

姓名職稱：科員 段應萱

派赴國家/地區：美國華盛頓特區

出國期間：108年8月20日至109年4月13日

報告日期：109年7月7日

摘要

依據「經濟部派送駐外經濟商務機構商務人員赴國外接受語文訓練實施計畫」，獲派赴美國喬治城大學教育學院英語研習中心 (Georgetown University School of Continuing Studies English Language Center) 接受語言訓練，語訓期間合計 8 個月 (108 年 8 月 26 日至 109 年 5 月 1 日)，修習課程為「密集專業英文」 (Intensive Professional English) 學程，該學程分為秋季班以及春季班兩學期，各學期再細分為兩期各 8 週之課程，共計 32 週。秋季班課程設計以「商業管理」為核心；春季班以「公共政策」為核心。

語言能力不僅是我駐外人員之基本工作能力，更是需透過終身自主學習不斷精益求精之課題，本次獲前往美國華盛頓特區進行為期 8 個月之語言訓練機會，實屬難得，在英語聽說讀寫能力各層面均獲實質提升，惟語言能力乃長時間積累之功夫，為期 8 個月的短期進修僅能作為日後持續學習的基礎，讓職針對自身專業英語能力不足之處，持續進修學習。

職於課程學習之餘亦積極參與喬治城大學語言中心舉辦之各項課外活動，與語言中心維繫良好關係，期間有幸受邀擔任秋季班畢業生致詞代表，以及臉書網路直播專業英語班學生代表，均讓職獲益良多。另受益於華盛頓特區於美之政治中心地位，不僅能參與當地智庫所舉辦之各式活動，更在駐組的安排下，出席與我長期合作之公關公司及法律事務所的簡報會議，並獲擔任雙橡園雙十國慶接待等寶貴經驗，在此特別感謝駐美國代表處經濟組長官同仁們的指導與協助。

本此語訓因逢 COVID-19 疫情於美國各州蔓延，喬治城大學語言中心自本 (109) 年 3 月 16 日起至學期末 (5 月 1 日) 全面改採線上授課，返國時間亦因此提前三週，所幸疫情爆發期間得與同赴美國語訓的同期夥伴互相照應，異國生活所遇諸多困難均順利迎刃而解，建立難能可貴的同窗情誼，亦屬此次語訓一大收穫。

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目的

經濟部為提升駐外經濟商務人員外國語言能力及涉外事務能力，自民國 98 年起訂有「經濟部派送駐外經濟商務機構商務人員赴國外接受語文訓練實施計畫」，依業務需求選送新進商務人員赴國外接受語言訓練，透過短期密集語言課程進修，以及當地駐外館處安排各式見習參訪活動，在提升新進駐外人員語言能力的同時，增加其涉外實務工作經驗。

本 (108) 年度規劃訓練語組包括英語、西班牙語、法語、德語、印尼語以及越南語等 6 個語組，其中選派 4 名英語組新進商務人員赴美喬治城大學接受語言訓練。職雖以英語組身份考取國際經濟商務人員特考，惟求學成長期間未有居住或至英語系國家求學之經驗，故盼運用此次難得之機會，在全英語環境中增進自身語言能力，並善用華盛頓特區獨有之環境資源，增進與母語專業人士之溝通協調能力。

課程簡介與學習成果

一、 秋季班課程 (108 年 8 月至 108 年 12 月)

(一) 課程概述：秋季班課程共十六週，分為第一期 (Session 1) 及第二期 (Session 2) 各八週之課程，並以「商業管理」 (Business Management) 為課程核心設計。

(二) 秋季班第一期課程表 (108 年 8 月 26 日至 10 月 18 日)：

	星期一	星期二	星期三	星期四
09:00- 11:15	專業閱讀寫作	專業閱讀寫作	專業閱讀寫作	專業閱讀寫作
11:15- 12:45	午休			
12:45- 15:00	進階選修： 專業人際網絡	專業溝通技巧	進階選修： 專業人際網絡	專業溝通技巧

(三) 課程說明：

1. 專業閱讀寫作 (Professional Reading and Writing)：

- ✓ 課程簡介：本課由 Glen Pernrod 老師教授，課程宗旨為提升學生之專業商用閱讀及寫作能力，授課教材包括華爾街日報 (Wall Street Journal)、經濟學人 (The Economist) 等期刊雜誌、哈佛商業個案研究 (Harvard Business Review) 及其他相關文章，課程規劃透過撰寫個人閱讀週記、課堂討論、團體商業個案 (Business Case) 報告以及個人報告等多元學習方式，在短期內提升學生對語言的掌握力，並利用每週個人諮商時間，與授課教師針對個人寫作及課堂參與情形進行討論。
- ✓ 學習成果：個人閱讀週記、個人商業分析報告 (每月 1 篇)、指定哈佛商業個案 *Wal-Mart in China* 分組報告、自選商業個案 *Spotify: Face the Music* 分組報告等。

2. 專業溝通技巧 (Professional Communication Skills) :

- ✓ 課程簡介：本課由 Gregg Zitlau 老師授課，課程宗旨為提升學生之口語表達及溝通能力，授課主題聚焦於金融危機以及微型貸款 (Microfinance)，課程規劃透過聽力訓練、速記技巧訓練以及專業簡報理論與演練等面向，提升學生在短時間內處理大量英文資訊的綜合能力，同時透過實務演練訓練學生面對不同國籍與文化背景之聽眾之專業簡報能力。
- ✓ 學習成果：個人新聞簡報、個人錄音作業以及個人專業議題簡報等。

3. 專業人際網絡 (Advanced Elective: Professional Networking) :

- ✓ 課程簡介：本課由 Gregg Zitlau 老師授課，課程宗旨為透過與母語專業人士交流，建立個人社交技巧與人際網絡，課程規劃每週參與華盛頓特區智庫以及研究機構之活動，並透過行前資料蒐集、活動當日與與會人士交流及撰寫活動日誌進行完整的學習，老師另定期安排課程會面時間，針對活動中所遇之困難進行討論與指導。
- ✓ 學習成果：9 篇智庫活動日誌、LinkedIn 實務演練 (包含建立人際網絡、發布動態、加入專業社團) 等。

(四) 秋季班第二期課程表 (108 年 10 月 21 日至 12 月 13 日) :

	星期一	星期二	星期三	星期四
09:00-11:15	專業閱讀寫作	專業閱讀寫作	專業閱讀寫作	專業閱讀寫作
11:15-12:45	午休			
12:45-15:00	進階選修： 社區參與	專業溝通技巧	進階選修： 社區參與	專業溝通技巧

(五) 課程說明：

1. 專業閱讀寫作 (Professional Reading and Writing) :

- ✓ 課程簡介：本課由 Glen Pernrod 老師教授，課程宗旨為提升學生之專業商用閱讀及寫作能力，課程規劃除延續第一期授課內容，另新增創業計畫 (Business Plan) 授課主題，透過引導式教學，從商業模型、商業 SWOT 分析、商業書信至創意寫作教學，協助學生撰寫個人商業計劃提案。
- ✓ 學習成果：發表個人商業提案《Urban Cha-Urban at its best》，計畫靈感源於臺灣蓬勃發展的茶飲業與美國各大商業城市逐漸興起之飲茶風氣，盼透過切入尚無巨型競爭者的利基市場，建立高端茶飲服務品牌 (個人商業報告詳附錄 1)。

2. 專業溝通技巧 (Professional Communication Skills) :

- ✓ 課程簡介：本課由 Jane Stanga 老師授課，課程宗旨為提升學生之口語表達及溝通能力，授課主題包括電梯簡報 (Elevator Pitch)、模擬面試 (Mock Interview) 以及談判技巧 (Negotiation Skills) 等專業場景模擬，並延續第一期新聞簡報及專案簡報實務演練。
- ✓ 學習成果：以推特全面禁止政治廣告之決定及其意涵 (What Twitter's decision to ban political ads means for other tech giants) 為題個人新聞簡報，簡述推特執行長於十月底宣布之最新公司政策，並與反對社群媒體進行廣告內容審查的臉書 (Facebook) 公司政策進行分析比較、遞交個人履歷並與喬治城大學人力資源中心職員進行模擬面試、個人商業計畫簡報募資會等。

3. 社區參與 (Advanced Elective: Community Engagement) :

- ✓ 課程簡介：本課由 Katrina LeMense 老師授課，課程宗旨為透過參與華府智庫活動及社區志願服務，增加學生與專業母語人士的互動機會，並建立學生與在地社區的連結。課程規劃除如前期所進行之華府智庫參與外，另要求學生自主研究、聯繫及參與華府當地公益組織志願服務活動，授課教師並定期安排課程會面時間，針對活動中所遇之困難進行討論與指導。

- ✓ 學習成果：智庫活動日誌、擔任非營益組織 Martha's Table 社區志工（貧困學區孩童健康食材市集計畫）、擔任 Providence Community Center 週末志工（SPARC Solution 發展遲緩成人支持計畫）、個人成果報告等。

二、春季班課程（109年1月至109年5月）

（一）課程概述：春季班課程共十六週，分為第一期（Session 1）及第二期（Session 2）各八週之課程，並以「公共政策」（Public Policy）為課程核心設計。

（二）第一期課程表（109年1月8日至2月28日）

	星期一	星期二	星期三	星期四
09:00-11:15	專業閱讀寫作	專業閱讀寫作	專業閱讀寫作	專業閱讀寫作
11:15-12:45	午休			
12:45-15:00	進階選修： 大學部修課體驗	專業溝通技巧	進階選修： 大學部修課體驗	專業溝通技巧

（三）課程說明

1. 專業閱讀寫作（Professional Reading and Writing）：

- ✓ 課程簡介：本課由 Nancy Overman 老師教授，課程主題聚焦組織行為（Organizational Behavior）及美國當代政治發展，透過 *Organizational Behavior (15th edition)* 及 *US Politics Today (3rd edition)* 兩本指定讀物進行教學，並規劃分組主題式閱讀，由各組成員自 CNN、BBC 及 The Economist 等多元媒體，選取閱讀主題進行課堂討論及寫作練習。
- ✓ 學習成果：每週指定閱讀心得報告與討論、商業書信撰寫、以組織行為為題撰寫短篇報告、學術寫作演練等。

2. 專業溝通技巧 (Professional Communication Skills) :

- ✓ 課程簡介：本課由 Glen Penrod 老師授課，課程宗旨為矯正學生發音與雕琢學生口語簡報能力，矯正發音部分以美式發音演練 (American Accent Training) 教科書教學，透過錄音作業與一對一諮商時間矯正發音錯誤，同時搭配諺語學習以增強日常英文對話能力；提升簡報能力部分以領導能力 (Leadership) 為主題，透過個人口頭簡報及課堂討論練習進行教學。
- ✓ 學習成果：個人簡報以 Steve Jobs Leadership Skills Breakdown : How to Motivate People 為題，深入介紹賈伯斯的領導技巧同時提供個人見解供同學們一同討論與思考。

3. 大學部修課體驗 (Advanced Elective: University Experience) :

- ✓ 課程簡介：本課由 Andrew Screen 老師授課，課程宗旨為透過旁聽喬治城大學部開設之專業課程，獲得美國頂尖大學的修課體驗，課程規劃除須達成旁聽課程之課程要求，尚須撰寫每週閱讀進度報告 (Reading Log) 與課堂觀察報告 (Observation Task) 。職選擇研修喬治城進修學院研究所部所開立之國際關係課程 (International Relations) ，授課教授為 Michael McMahon ，授課內容涵蓋國際關係中之基本理論 (現實主義、自由主義、建構主義) ，同時討論全球化、恐怖主義與強權對峙等當代國際關係重要議題。
- ✓ 學習成果：每週閱讀進度報告、課堂觀察報告、課堂學術報告以國際關係研究中的實證性分析與規範性分析 (Empirical and Normative Analysis as Means of Understanding International Relations) 為題，闡述自身對兩研究途徑之理解與偏好 (國際關係理論期中報告詳附錄 2) 。

(四) 第二期課程表 (109 年 3 月 9 日至 5 月 1 日)

	星期一	星期二	星期三	星期四
09:00- 11:15	專業閱讀寫作	專業閱讀寫作	專業閱讀寫作	專業閱讀寫作
11:15- 12:45	午休			
12:45- 15:00	進階選修： 說故事技巧	專業溝通技巧	進階選修： 說故事技巧	專業溝通技巧

(五) 課程說明

1. 專業閱讀寫作 (Professional Reading and Writing) :

- ✓ 課程簡介：本課由 Nancy Overman 老師教授，以「非營利組織」為授課組題，透過 *The NGO Handbook* 及 *Level 5 Leadership* 等指定讀物進行教學，並規劃分組主題式閱讀，由各組成員自 CNN、BBC 及 *The Economist* 等多元媒體，選取閱讀主題進行課堂討論及寫作練習。
- ✓ 學習成果：每週指定閱讀心得報告與討論、主題式短篇寫作以及長篇寫作等，其中長篇寫作為非營利組織個人期末專題報告，職以全球唯一致力於消除一切兒童性剝削之營利組織 ECPAT International 為題撰寫包含組織介紹、背景分析、需求分析及解決方案之期末報告 (非營利組織專題報告詳如附錄 3) 。

2. 專業溝通技巧 (Professional Communication Skills) :

- ✓ 課程簡介：本課由 Glen Penrod 老師授課，課程規劃除延續前一期的美式發音演練外，另加入學生領導討論 (SLD, Student Led Discussion) ，由學生進行課堂簡報並引導課堂討論，訓練簡報口說、現場主持以及聽力等多項能力。
- ✓ 學習成果：個人 SLD 口頭報告，職以泰國跨性別人士及性產業發展 (Transgender women and the sex industry in Thailand) 為題進行簡

報，並引導同學就各國性產業發展、性產業合法化及管制難題等議題進行討論。

3. 說故事技巧 (Advanced Elective: Storytelling) :

- ✓ 課程簡介：本課由 Katrina LeMense 老師授課，原開設課程為社區服務學習 (Community Service Learning)，惟受 COVID-19 疫情影響，課程臨時異動為說故事技巧。課程規劃透過每週單字片語學習 (Phrase Book)、聽力訓練、報章雜誌選讀以及個人口頭報告增進學生敘事能力。
- ✓ 學習成果：個人口頭簡報、說故事網站 Moth 分析報告、非營利組織期末口頭報告等。

三、 課外學習活動

(一) 駐組安排見習與課程：

1. C&M International 簡報課程：由駐美代表處經濟組安排至華府 C&M 顧問公司聽取 *The View from Washington How Trade Policy is Made* 簡報，C&M 講者分析美國政府貿易政策制定的過程，分項逐一分析行政、立法與私部門所扮演的角色，並於簡報後進行討論與撰寫心得報告。
2. 擔任國慶酒會志工：於雙橡園雙十國慶晚會擔任主帳篷接待，協助指引賓客及會場人流控制。
3. Akin Gump Strauss Hauer & Feld LLP 簡報課程：由駐美代表處經濟組安排至華府 Akin Gump 法律事務所聽取 *Latest Developments in U.S.-Asia Trade* 簡報，以近期美國與亞洲國家之貿易發展為講題進行簡報，簡報講者 Yujin McNamara、Sarah Kirwin 以及 Thor Petersen 從美國貿易政策前景、美中貿易衝突 (聚焦 301 條款)、美國 232 調查、美國 201 條款與貿易救濟措施依序進行分析，並就中美貿易談判之最新發展與學員們進行討論，並於簡報後進行討論與撰寫心得報告。

(二) 個人學校活動參與：

1. 專業英文班臉書直播問答學生代表：很榮幸受到喬治城語言中心的邀請，以專業英文課程之現任學生代表之身份參與喬治城大學臉書直播問答活動，在

直播中與來自沙烏地阿拉伯、秘魯以及阿爾及利亞的同學一同回覆校方事前蒐集之問題集，針對課程安排、學習建議與華府生活等主題進行對話。

2. 秋季班畢業致詞代表：學期末獲得喬治城語言中心邀請，於結業典禮擔任畢業生致詞代表，在來自不同國家的同學們以及語言中心師長前分享四個月來的學習心路歷程，並感謝師長們四個月來的用心教學，雖然以往在國內也曾有英文演講的機會，但本次在喬治城語言中心禮堂所發表的畢業致詞是職第一次在來自這麼多不同專業背景與國家的聽眾面前所進行的英文演說，因此在撰寫講稿時需要注意更多平常所遺漏的細節，此次機會讓職獲益良多，非常感謝喬治城大學語言中心師長們的信任，讓職獲得了如此特別的經驗。

(三) 校外參訪活動：

1. 新聞博物館 (Newseum)：由 Glen Penrod 老師帶領學生參訪訂於 108 年 12 月 31 日閉館之新聞博物館，並透過課程學習單設計，引導學生討論新聞倫理及後真相時代等主題。
2. 美國國會暨國會圖書館 (US Capitol & Library of Congress)：由 Nancy Overman 老師配合美國當代政治發展教學，帶領學生參訪美國國會及國會圖書館，並請專人進行導覽簡介其歷史發展與建築設計。
3. 美國聯邦最高法院 (US Supreme Court)：由 Nancy Overman 老師配合美國當代政治發展教學，帶領學生參訪美國聯邦最高法院，並參與現場法案聆訊。

個人心得與建議

本次赴美國喬治城大學進行國際經濟商務人員英語訓練機會實屬難得，得以在短暫的八個月間提升個人的語言能力、社交應對以及國際視野，更因 COVID-19 疫情於美國全境蔓延，經歷了難以忘懷的旅外生活經驗。相關心得及建議謹簡述如下：

(一) 語言能力之精進

縱使赴美國喬治城大學進行語訓之同期國際經濟商務人員均已具一定水準之英語能力，此次語言訓練仍讓職深刻認知到語言學習之高深與無涯，在密集的课程學習與華府獨樹一格的學習環境下，本次語訓不管是在商業英文書寫能力及口語表達能力均獲得實質的提升，並針對長久以來未察覺之寫作及口說錯誤進行矯正。值得一提的是，喬治城大學語言中心採小班制教學，提供學生與授課教師單獨的諮商時間，教師能夠針對學生的不同需求提供專業協助，對於高階語言學習者而言幫助甚大。

(二) 參與智庫活動/ 社區服務

喬治城大學語言中心為增加學生與華府的鏈結，並協助學生將語言學習帶入真實生活情境，在選修課程的部分設有專業人際網絡 (Professional Networking in English) 以及社區服務 (Community Service) 課程，不將語言學習侷限於教室門內，對於英語之實務能力提升甚有幫助。

在專業人際網絡課程的部分，職透過參與華府各智庫所舉辦之活動，培養國際政治經濟情勢之判讀能力，並訓練與母語專業人士進行交流的能力；在社區服務課程部分，則是透過參與公益組織志願服務，與來自社會各處的母語人士進行交流，如職在公益組織 Martha's Table 擔任志工時，便有幸與美最大電信公司 AT&T 華府地區員工一同共事，拓展自身視野與人際網絡。

(三) 生活文化體驗

透過本次語言訓練，獲得了首次短居英語系國家的生活經驗，在增進語言能力之餘，更體會到了駐外人員融入駐在地文化的重要性，舉凡美國的運動產業、節慶習俗抑或是影視話題，皆為拓展人際社交的關鍵切入點，對於美國生活文化的掌握度更是各式社交場合中開場白 (Ice Breaker) 的基底，如語訓期間適

逢美國職棒 (MLB) 世界大賽，華盛頓國民隊更首次贏得世界大賽總冠軍，賽季間職便利用地利之便前往華盛頓民隊球場觀賽，與各國友人一同體驗美國棒球文化精髓。

本次語訓學員共租一層公寓空間，生活起居皆有伴相互照料，身處異鄉的我們也不忘與新結識的外國友人分享臺灣文化，如在社區籌辦中秋節烤肉會，自行準備食材與活動，邀請喬治城大學語言中心師生一同慶祝中秋節，以及在居處舉辦麻辣鍋聚餐等，均為旅外生活增添不可或缺的趣味。

(四) 個人建議

課程學習部分，喬治城大學語言中心傾向將具備工作經驗之專業人士安排於本次修習之專業英文班中，惟個人英文程度與工作經驗未必呈正相關，因而出現學生程度參差不齊的問題，另因採小班制教學，若與程度較落後的同學合作報告，將對學習效果大打折扣，可建議校方不需拘泥於社會人士或學生身份進行編班，而是以實際英文程度進行編班，以極大化學習效益。

生活安排部分，鑑於華府地區房租高昂，且預計租約時間不到一年，建議未來前往喬治城大學語言中心進行語訓學員儘早開始尋找租屋處，本次語訓同伴於啟程前便已與四至五處房東預約看房，因而得以在抵達華府後立即擇定租屋處，並在學期開始前完成簽約與搬遷事宜，節省許多不必要之住宿開銷。

(五) 結語

本次語訓所見所學難以用一篇簡短的紙本報告完整呈現，本期語訓因逢 COVID-19 疫情全球爆發，經歷了遠距教學、居家令 (Stay-at-Home Order)、提前離開語訓地返國及進行居家檢疫隔離等特殊情況，期間除訓練職面對突發狀況的抗壓性與問題解決能力外，更要感謝本期一同赴美語訓的學員們，在異地相互扶持，諸多挑戰均圓滿解決，並平安順利返國，這份難能可貴的情誼或是本次語訓最大的收穫之一。

附錄

附錄一：個人商業報告

Urban Cha

Business Plan



1. Company Background

Urban Cha strives to become a modern day urban oasis. We offer the ultimate solution to urban minds in search of their daily dose of caffeine and sanity.

We are a Taiwanese tea retail company that is planning to kick-start our business in the United States. Originated from a country that produces some of the best tea in the world, our vision is to find the right way to promote the beauty of Asian traditional tea-drinking culture in the fast-pace society.

Urban Cha's strength lays in the company's multicultural background. Taiwan's unique location in the East China Sea has earned its name as "the heart of Asia." The island country has gone through colonial rules of the Dutch Republic, Spanish Empire, and most recently, Japan. Its population is also a mix of immigrants from southeastern provinces of China, Taiwanese aborigines, and South East Asian newcomers. As a result, we aren't restrained to the pure traditional Chinese tea culture. Instead, we aspire to incorporate the essence of tea-drinking culture in different parts of Asia in our products and services.

2. Product and Services

We believe in the principle of Yin and Yang that all things exist as inseparable and contradictory opposites. Therefore, Urban Cha is separated into two main service departments. On one hand we have the “Grab & Go” department, which is designed to serve the needs of the hectic lifestyle in urban areas. On the other hand, our “Sip & Sit” department offers a range of tea-experience activities that aim to introduce traditional Asian tea-drinking culture as well as create a space for people to find peace in the urban jungle. Our stores consist of both the “Grab & Go” and “Sip & Sit” section. Our “Grab & Go” service is built upon superior customer service and streamline digital experience as well as clean and zenful stores that reflects the philosophy of traditional tea ceremony. Meanwhile, our “Sip & Sit” service offers the best traditional tea ceremony experiences in the Western Hemisphere. We proudly present experience-centered curated daily events ranging from traditional Japanese tea ceremony to Tea tasting workshops. More details are provided in the following section:

- **Grab & Go**

In order to serve high quality Taiwanese tea in our regular menu, we have secured our ingredients from TP tea, a Taiwanese franchise tea brand that is currently expanding its overseas market. In addition to our signature collection, we also partner up with local tea farms for special menus at different branches across the country.

MENU<SAMPLE>	
<p>Original Tea</p> <ul style="list-style-type: none"> ● Signature Black Tea ● Jasmine Tea ● Pouchong Tea ● Premium Jasmine Green Tea ● Tie Guan Yin Tea 	<p>Flavored Tea</p> <ul style="list-style-type: none"> ● Plum Iced Tea ● Honey Pouching Tea ● Passion Fruit Jasmine Tea ● Honey Green Tea

<p>Milk Tea</p> <ul style="list-style-type: none"> ● Milk Tea ● Soy Milk Tea ● Tie Guan Yin Milk Tea <p>*Extra Topping: Red Beans, Pearls, Bubble, Oats</p>	<p>Handcrafted Specials</p> <ul style="list-style-type: none"> ● Tie Guan Yin Tea Latte ● Pearl Black Tea Latte with Red Bean ● Fresh Fruit Tea ● Premium Jasmine Tea Latte with Taro ● Matcha Latte
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<p>Local Specials</p> <p>Blue Dreams Tea/ Heron’s Meadow Farm(DC) Finger Lake Tea (NYC)</p>
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- **Sip & Sit**

Urban Cha proudly presents a peaceful and minimalist space for our “Sip & Sit” department in our Urban Cha KungFu™. We provide premium consumer experience through our “educators,” who are responsible for the execution of daily events. In order to become an educator, one has to be certified through a three-month training session in our Taipei headquarters and return for regional training programs each year.

3. Company Goals

Our mission is to provide the finest premium teas and our urban tea retreat experience for people that are figuring a way out of their congested urban minds. We value the quality of our product as much as our customers’ tea experience. To be more straight forward, Urban Cha’s ultimate goal is to become the Starbucks of the tea retail industry without trading off the fundamentally different characteristic of the Asian tea-drinking culture.

Short-term (two years)

- **Brand-building:** Our goal is to open up our Urban Cha KungFu™ stores in New York, Philadelphia and Washington D.C. within the first two years. The first KungFu™ stores are means to increase our brand's publicity which is a critical part of building up our brand image. We strategically avoid diving right into major cities in the west coast where the Asian population is higher. The reason behind this decision is to determination of building up our brand as a global franchise tea store instead of dwelling in the comfort zone of Asian beverage brand.
- **Clients:** We are well aware that the U.S. customers still heavily relies on their trustworthy Starbucks around the corner. Nevertheless, considering the growing acceptance of purchasing handcraft tea and increasing health awareness among younger generations, we believe that we are able to create a niche market in the short-term for Urban Cha to build up its foundation. Hence, our short-term goal is to reach out to potential clients through our marketing campaign and membership rewards.

Long-term (five years)

- **Further Expansion:** Expanding our presence throughout the most populous cities in the U.S. by opening up our Urban Cha KungFu™ stores in Houston, Los Angeles, San Diego, Phoenix and San Jose. Furthermore, we will be establishing more Urban Cha chain store (without the Sip & Sit services) based on our sale statistics that are obtained and analyzed throughout the years.
- **Additional Services and Products:** Starting off our business in a relatively small scale, our long-term goal is to enhance our service ecosystem which includes

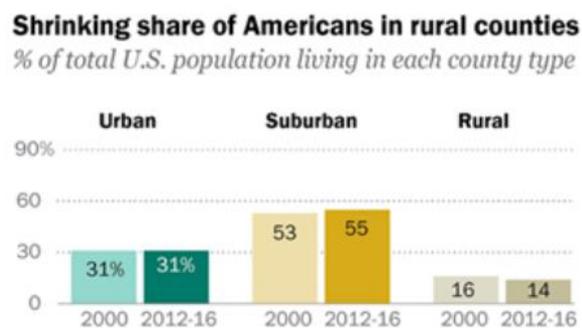
convenient delivery services, merchandise collection and customize tea bag gift sets.

- **Maintaining client relationship:** As we have mentioned, our client’s experience is the core of our business model. Therefore, the maintenance of our client relationship is one of our top priorities.

4. Key Customers

We identified ourselves as an urban get away in the hectic daily lives of city dwellers hence our key customers are a combination of white-collar workers who need to grab a cup or two caffeine drinks on a daily basis and people who are searching for pastime activities and new ways to meet people.

According to the research conducted by Pew Research Center of Social & Demographic Trends, U.S. urban and suburban populations have grown at least as much as they did in the previous decade. However, the total rural population has grown less than it did in the 1990s which results in a shrinking percentage of rural population. Moreover, Northern America, our target market, is the most modernized region in the world with 82% of its population living in urban areas in 2018. With this statistic in mind, we are confident that our key customers are on the growth side of the demographic trend.



Source: Pew Research Center <https://www.pewresearch.org>

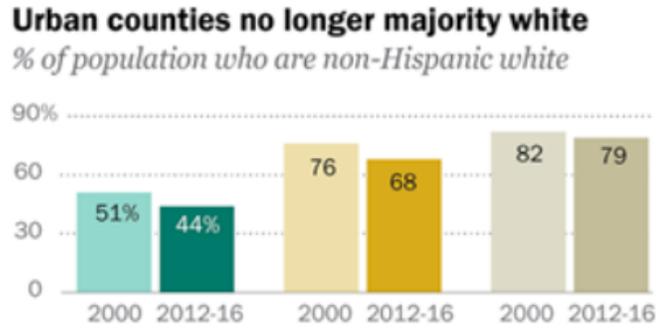
5. Market Potential

Rising Health Awareness

Although currently there are more well-known coffee franchise stores like Starbucks in the market, Tea is actually the most popular drink in the world. A study conducted by Transparency Market Research predicts the tea market to rise at a CAGR (compound annual growth rate) of 5.7% from its historical valuation of US\$12.45 Billion to reach the mark of US\$ 20.03 Billion by 2025. Research have also shown that rising awareness regarding the health benefits of tea is the major factor in the growing popularity of tea products. Hence, the market potential of Urban Cha lies in the pre-existing base of tea consumers and its growing demand among people that opt for a healthier refreshment.

Demographic Trends

While one might argue that the Asia Pacific region is still the leader in both production and consumption in the tea market, we believe that the key demographic shift in the U.S. creates a unique opportunity for establishing franchise tea chain stores. According to the same Pew Research Center analysis of census data shown in the previous section, the non-Hispanic white population continues to shrink and is expected to be less than half by 2050 as other ethnic groups grow more rapidly. In addition, whites have become a minority of the population in most urban areas since 2000, while remaining the majority in 90% of suburban and small metro counties and 89% of rural ones. Another key demographic trend worth noticing is the rise in immigration in recent decades with the majority of them concentrated in cities and suburbs than in rural areas. We believe that the increasing ethnic and cultural diversity in urban areas makes room for Urban Cha to strive as an appealing alternative from the existing franchise beverage chain stores.



Source: Pew Research Center <https://www.pewresearch.org>

(Bar Graphs from left to right stand for: Urban/Suburban/Rural)

6. The Competition

The franchise tea market in the U.S. is highly fragmented and competitive; however, there is yet to be a franchise tea chain store that could claim to be the leader of the Western Hemisphere. Setting our foot in the Northern America Market, Urban Cha will face two main types of competitors in the franchise tea industry. First, we will face franchise tea stores that are owned by huge corporations who have advantages in diversifying their distribution channels and are more financially secure. Then we will also be challenge by emerging tea brands that are able to hype up the market by bringing in something different to the table.

Starbucks

The franchise tea market in the U.S. is highly fragmented and competitive; however, there is yet to be a franchise tea chain store that could claim to be the leader of the Western Hemisphere. Setting our foot in the Northern America Market, Urban Cha will face two main types of competitors in the franchise tea industry. First, we will face franchise tea stores that are owned by huge corporations who have advantages in diversifying their distribution channels and are more financially secure. One of the examples will be our

biggest competitor, Teavana, a company that provides high-quality tea now owned by Starbucks. Nonetheless, Starbucks announced that it would close all its 379 mall-based stores in 2017, leaving a void in the market of specialty tea chain stores. This also means that even the largest players in the market haven't figure out the right way to promote and capitalize on tea the way that they have achieved in coffee.

Influencer Brands

On the other hand, emerging tea franchises that are currently challenging big names like Teavana are still relatively small in terms of scale and have yet to become a staple in major cities across the U.S. More often than not, these tea franchises are focused on playful and interesting tea drinks surrounding the buzz over bubble milk tea. These tea chain stores mainly attract young customers that are willing to try out something new, hence generates a consumer base that is often times less loyal to the brand.

Urban Tea is ready to fill in the gap between providing high-end tea experiences and the excitement of chewing colorful tapiocas from bazaar milk tea flavors. Our Sip & Sit services provide customers with not only the authentic experience of the tea-drinking culture but also a selection of high-end tea leafs that is curated by our top specialists. Meanwhile, our Grab & Go section is designed to become your new go-to beverage place with options ranging from green teas that provide you with antioxidants to the guilty pleasure of the bubble milk tea.

7. Management Team

Chief Executive Officer (CEO)

Our chief executive officer will be in charge of making crucial strategic decisions for Urban Cha as well as representing the company to the public.

Chief Operating Officer (COO)

The chief operating officer is at the helm of the management of our chain store operations across the country. Consequently, one must be fully equipped with the knowledge of our target markets and the management skills. He/ She is expected to hold at least one store manager meeting each month to keep track of the functioning at the store level in order to effectively deal with any real-time problems.

Chief Financial Officer (CFO)

A chief financial officer is responsible for managing Urban Cha's financial actions. He/ She needs to present financial plans for each fiscal year as well as track the company's daily cash flow. Most importantly, he/ she analyze our company's financial strengths and weaknesses to propose corrective actions to the CEO quarterly.

Chief Marketing Officer (CMO)

In order to kick start our business in the North America market, in which coffee franchise companies still prevail the market, we believe that a well thought out marketing strategy is the key to our business success. Our chief marketing officer is in charge of increasing our media exposure in both the traditional form and social media.

Store Manager

Our store managers are the backbone of the company. Store managers are in charge of the day to day ground operation of Urban Cha chain stores. They are not only responsible for the general operation of the store but also represent the bridge between the Chief Operating Officer and local staffs. Therefore, an eligible store manager will be expected to provide our customers with premium experience and enhance vertical communications.

Educator

Educators are essentially ambassadors of the Sip & Sit department in our Urban Cha KungFu™ branches. In order to provide our customers with premium tea-drinking experience, our educators are carefully selected and rigorously trained to meet our standards.

Staff

Number of staffs differs from one store to another depending on the scale of the store and daily sales. New staffs will be required to go through a week-long training session in regional offices. Our company values our staffs as one of our most important assets, therefore, we also provide professional development opportunities to encourage efficiency and sense of loyalty to the company.

8. Required Financing

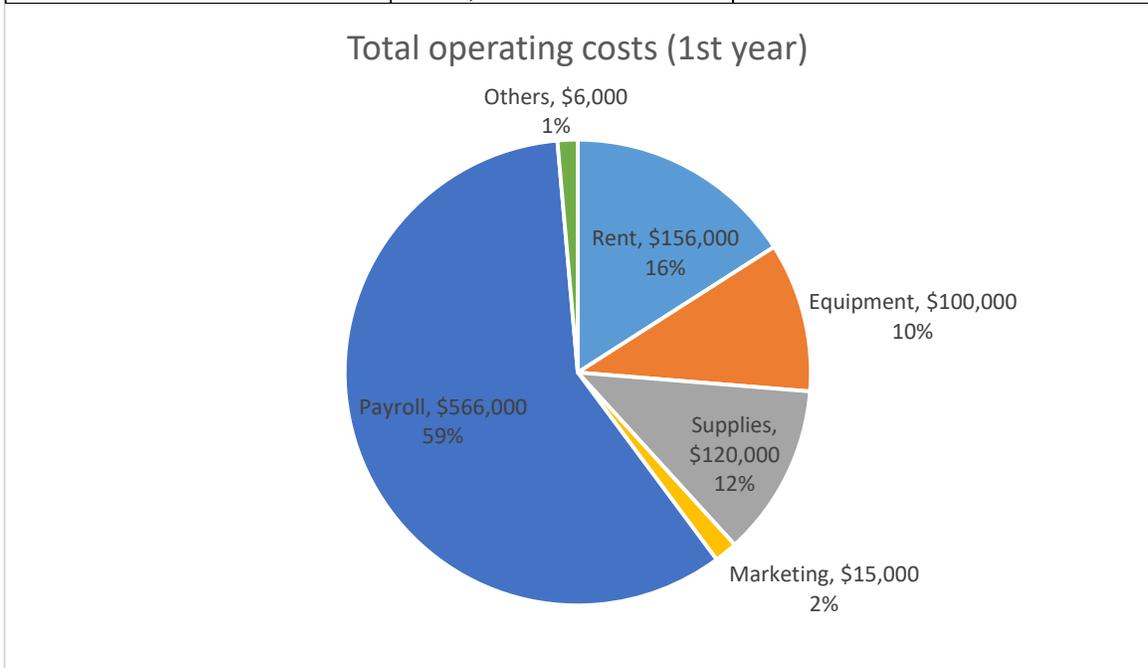
Initial investment

Our initial investment covers the estimated costs of establishing and maintaining the first year operation of our two Urban Cha KungFu™ stores in New York city. Since our short-term goal is to gain public interest and set up successful models in cities with the highest visibility, our initial investment requires more funding than starting a regular coffee shop. The majority of our expenses are concentrated on rent and payroll, which individually represents the location and service quality that are key components to our business.

The initial investment is composed of the following operation costs, with the estimated total of \$963,000.

Table: Urban Cha’s Initial Investment

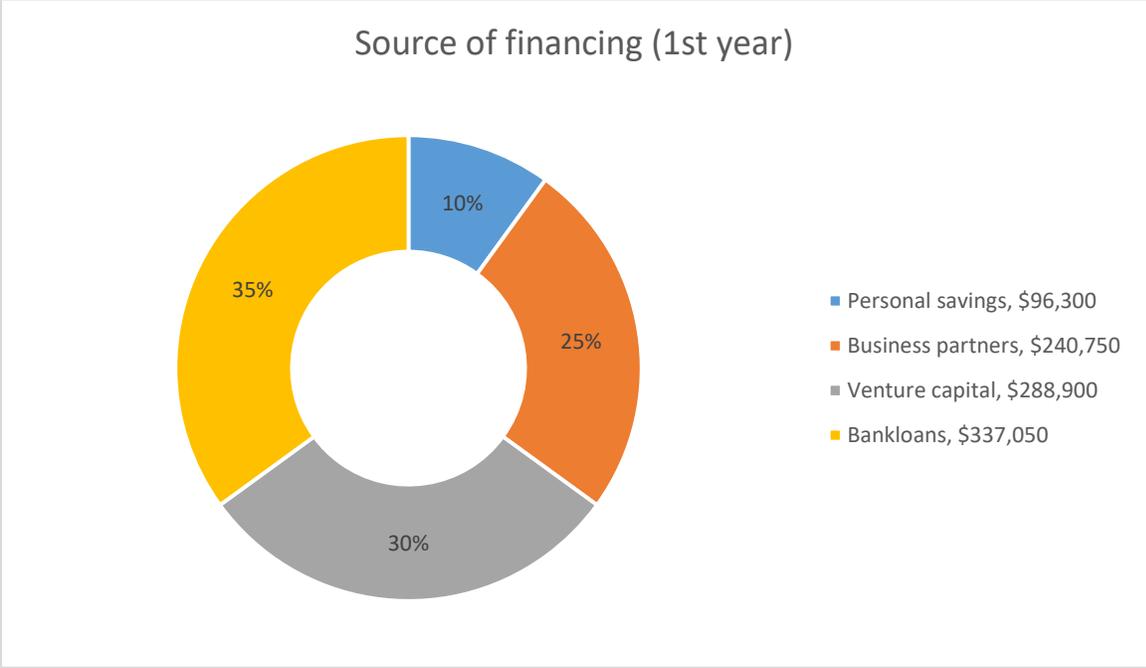
Item	Estimated Expense	Notes
Rent	\$156,000	● \$6,500 per store for one month (\$6,500*2*12=\$156,000)
Equipment	\$100,000	
Supplies	\$120,000	
Marketing Expenses	\$15,000	
Payroll	\$566,000	● Two store managers: \$96,000 ● Four educators: \$120,000 ● Ten staffs (official): \$250,000 ● Ten contract part-time staffs: \$100,000
Others	\$6,000	● Taxes ● Legal fees
Total	\$963,000	



Source of financing

In order to obtain the initial capital as specified in the previous section, we have chosen several attainable financing sources. By diversifying our source of financing, we believe that it will be easier for us to manage risk and increase the company’s resilience to unforeseen events. As shown

in the graph below, personal savings, business partners and bank loans account for 70% of the funds needed for our start-up capital. The amount of money that we are looking forward to raise from venture capitalists is \$288,900, which is 30% of our estimated initial costs.



9. Financial Forecast

Table: Urban Cha’s Cash Flow Analysis (Units: U.S. Dollar)

	Beginning	6 months	12months	18months	24months	30months
Cash at the start	0	901,334	1,069,168	1,250,000	137,000	92,000
Cash Coming In						
Sales Paid	300,000	450,000	500,000	800,000	900,000	950,000
Loans & Transfers	963,000	0	0	0	0	0
Total Cash In	1,263,000	1,351,334	1,569,168	2,050,000	1,037,000	1,042,000
Cash Going Out						
Rent	39,000	39,000	78,000	156,000	156,000	156,000
Equipment	100,000	0	0	100,000	0	0
Supplies	20,000	50,000	50,000	70,000	10,000	10,000
Marketing Expenses	8,000	4,500	2,500	4,000	2,000	2,000
Payroll	188,666	188,666	188,668	377,000	377,000	377,000
Others	6,000	0	0	6,000	0	0
Loan payments	0			400,000	400,000	150,000

Total Cash Out	361,666	282,166	319,168	1,113,000	945,000	695,000
Cash at the end	901,334	1,069,168	1,250,000	137,000	92,000	347,000

10. Exit Strategy

Acquisition

Urban Cha aims at becoming the world’s leading franchise tea brand that sets the case for a successful tea-centered beverage chain store. We deeply cherish our mutually beneficial relationship with our long-term investors and our loyal customers. Nevertheless, in a scenario that we were no longer able to sustain our services, we will propose an acquisition plan to our potential strategic alliance companies such as TP Tea who is also planning to expand its global presence as a Taiwanese beverage company. Since our chain stores will be mainly located across the east coast in the early stages of the company, our Urban Cha definitely has a strategic value to acquirers such as TP Tea which are currently limited to west coast cities.

11. Sources

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附錄二：國際關係理論期中報告

Empirical and Normative Analysis as Means of Understanding International Relations

The study of political science and political philosophy has been the foundation of constructing international relations theories. Closely linked with the scientific method, empirical analysis gains data from observation or experience in the present world to answer the question of “what is?” On the other hand, normative analysis, derived from the philosophical method, seeks to provide a value-based judgement to answer the question of “what should be?”

I find empirical analysis to be more effective and reliable when providing insights into the ever-changing dynamics of international relations. I would like to further elaborate my thoughts on the implications of using different analytical tools in the context of human warfare. To begin with, I want to propose a two-stage question:

Stage 1: Can states agree upon a set of shared norms or values that could provide guidelines to regulate war?

Stage 2: Will states abide by international regulations that are based on these shared norms?

Referring to the first question, our understanding of the world has always been shaped by competing ideologies and values. Nonetheless, there are times when a specific set of moral values is able to stand out and lead the discussion of a certain topic. In the case of armed conflict, the just war theory seems to be one of the most widely accepted shared values among people. Just war theory is traditionally separated into two main categories. One of them being *jus ad bellum*, which refers to the notion that resort to armed force is only justified under certain circumstances. Despite providing several principles on evaluating whether a war is morally justified, *jus ad bellum* still falls short when it is used to examine the righteousness of the reason that states go to war. For

instance, the U.S. invasions of Afghanistan (2001) and Iraq (2003) after the 9/11 attacks have sparked debates on the legitimacy of waging a preemptive war. Opponents question the insufficiency of diplomatic efforts, which they view as a violation of one of the principles of *jus ad bellum* that war should be the last resort of keeping the peace. As it turns out, shared values are often open-ended and could be interpreted differently depending on the narrative that serves the best interests of states, making normative analysis less objective as a means of understanding international relations. Moving on to the second question, the development of the just war tradition has been codified into contemporary international laws such as the Rome Statute. Some will argue that these international laws have provided a framework for states to interact with each other and thus serve as a useful tool to interpret or even predict the actions of states. Unfortunately, the scope of existing international laws has not been sufficient in addressing compound issues such as increasing geopolitical tensions, identity politics or globalization. Consequently, it creates a larger incentive for states to deviate from these establishments to preserve their interests. Using the establishment of the International Criminal Court (ICC) and its position as a last resort to international criminal justice as an example. Although the U.S. is a participant in the negotiations that led to the creation of the court, it has refused to place itself under the jurisdiction of the court. More recently, the relationship between the U.S. and the ICC has taken a downturn since Secretary of State Michael Pompeo announced that to defend its “sovereignty,” the U.S. would impose visa bans on officials involved in the court’s potential investigation of U.S. personnel for alleged crimes in Afghanistan. In this case, normative analysis comes short to explain the state’s rejection of a system based on shared values since it fails to acknowledge the logic behind the decision of the U.S. that could be gained through empirical analysis.

In conclusion, theories and principles for understanding human warfare are evolving sets of consensus among states that need to be perceived through the lenses of empirical analysis. There are times when these observed norms were able to sketch out a rough framework of how the regulation of war should be like. Nonetheless, when this framework is applied to a world where international actors are made of states with contradicting interests, ideologies, and political systems, it has less explanatory power compared to the scientific method. In my opinion, while normative analysis can sketch out the skeleton of the world, empirical analysis is still the blood and flesh of international relations theories.

Having said that, I do agree that normative analysis is critical and complementary in explaining the complex reality of international relations. In fact, all international relations theories consist of both empirical and normative dimensions. For starters, while the empirical analysis approach is considered to be mainly adopted by the realist camp, realism as a paradigm is based on a set of shared philosophical assumptions, which is considered to be part of the value-driven normative analysis approach. Moreover, one of the most fundamental central assumptions of realist theories is the notion that international politics is anarchic. An assumption that is largely influenced by Thomas Hobbes's philosophical work *Leviathan*.

References

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附錄三：非營利組織專題報告



NGO Final Project ECPAT International

I. Introduction

The beauty of Southeast Asia is no stranger to adventure seekers and voracious travelers around the globe. Visitors are drawn to the region for its perfect beaches, exotic cuisines, and low prices. Nonetheless, the unspoken element that is intertwined with the booming tourism industry is the unregulated sex industry, which involves children as victims.

Started as a campaign against sexual exploitation within the travelling industry in Southeast Asia, ECPAT International (EI) now stands as a global network of organizations working to put a halt to the sexual exploitation of children through prostitution, trafficking, online and in tourism sector. The organization coordinates research, advocacies, and actions among its 118 members across 102 countries to seek better solutions and prioritize the needs of victims (“A Global Network Working to End the Sexual Exploitation of Children.”).

II. Background

History: From a small campaign in the 1990’s – to a global network worldwide (ECPAT)

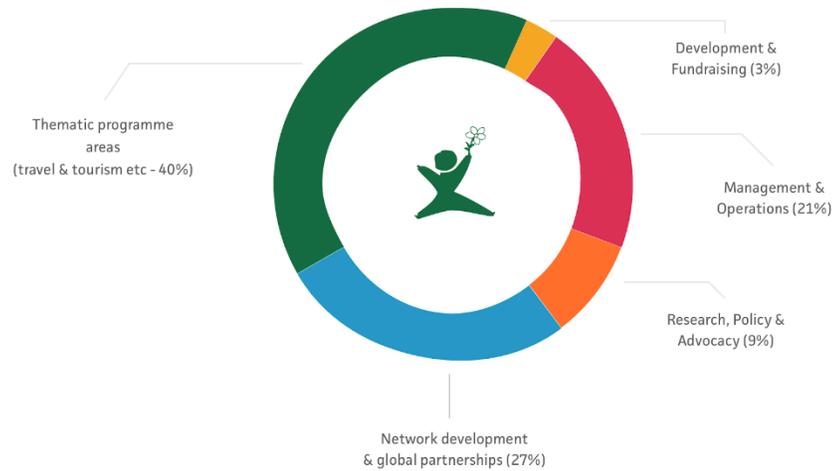
The formation of the NGO first started as a campaign to stop sexual exploitation of Asian children in the travelling industry using the name “End Child Prostitution in Asian Tourism.” In 1997, the activists behind the campaign made a decision to transform it into an international NGO. Its mission expanded over Asian countries to the whole world, and changed its name to “End Child Prostitution and Trafficking.”

In the year of 2017, the organization decided to stop using its full name, “End Child Prostitution and Trafficking,” after receiving valuable suggestions from their working group indicating the term “child prostitute” as problematic since it implies that a child can consent to sex with an adult. Today, ECPAT is the only international NGO network that is solely dedicated to the fight against the sexual exploitation of children (“A Global Network Working to End the Sexual Exploitation of Children.”).

III. Needs Analysis

(i) Transparency

As an organization that heavily relies on the donations from the public as its primary funding resource, EI needs to increase its transparency to gain sufficient public trust. Although it clearly states on its donation page that every dollar from its donors counts and that the organization prioritizes openness and transparency throughout the process, information that is currently available on their website doesn’t support their statement. Currently, there are no yearly reports for the public to have a glimpse into the organization’s work progress and financial statements. The only thing that is provided for potential donors is a circle graph (graph1) which is far from desirable given the fact that it isn’t even clear about the year that the data is generated nor funding sources.



(graph1)

(ii) Unclear Goals and Objectives

In my opinion, the value and effectiveness of an organization largely depends on the correlation between its work and the results. However, a deeper look into the company's website reveals that EI fails to provide outsiders with clear and sufficient information on its current work.

First of all, current programs that are listed on their website didn't match their strategic framework which is listed as the guidelines of the organization from July, 2018 to June, 2021. This might be the direct result of either the person in charge of updating the website has no clue of the organization's strategic framework or the strategic framework itself has not been taken seriously enough. While the strategic framework is the closest thing to a yearly report that was available on their website, it functions as no more than a wordy statement that yields little positive impact to the decision making of the organization.

Moreover, while the strategic framework report provided a more in-depth view of the organization's work and objectives, the report itself is still confusing from an outsider's

perspective to pinpoint its actual work and effectiveness. For instance, the four key strategic goals that are listed in the latest report includes the expansion of advocacy work, the inclusion of children's voices and perspectives, network development, and the use of knowledge and evidence. These are all broad goals that required clear definitions in order for them to be effectively communicated. On another note, objectives listed under these strategic goals such as strengthening advocacy and expanding networks are written repeatedly which again, falls short for being effective indicators of the organization's work.

(iii) Disconnection between Members

As mentioned in the previous section, EI is an international network that is spread across 102 countries with more than 118 members. Members in different countries are expected to abide by the guidelines of the organization's strategic framework and bring in local experiences in order to maximize the organization's effort to perpetuate crimes against children at the ground level. As much as its huge web of members have benefited the organization in terms of research and outreach, the complexity of its network has left a strong impression on observers that the members of EI are actually disconnected from each other.

Taking ECPAT Taiwan and ECPAT-USA as a quick example, one can easily tell that there is a lack of cohesiveness in how they present themselves on their individual website. First, ECPAT-USA clearly has a more comprehensive and well-designed website which I would argue is even better than the website of EI itself. Furthermore, while these two members both seem to be focusing on works that are highly related to the organization's missions, none of them tried to link their work to the goals and

objectives of the organization's strategic framework report. This sends out two signals. On one hand, there's the lack of communication between members of EI that leads to disconnection within the network of members; on the other hand, EI itself is also disconnected from its members which resulted in the lack of comprehensiveness among members.

IV. Proposed Solutions

(i) Publishing Yearly Reports

Although the reason behind the organization's unwillingness to publish yearly reports which include thorough financial statements might be simply because it only relies on a couple of major donors or governmental funds rather than the collective effort of the general public. Hence, it only needs to convince a small group of wealthy donors that all their money is put into good causes, which doesn't require them to publish a public record indicating all their spending and program details. While it is true that an NGO could sustain its funding by relying on single large donors and thus wouldn't be held accountable to the general public, an organization's level of transparency can still affect an NGO's performances in many ways. For starters, having a certain level of transparency in an NGO can build up accountability within the organization, establish trust with the public, and increase the scope of its influence.

In order to attain a higher level of transparency, the least that EI could do is to start publishing its own yearly reports. These reports should give a clear outlook to the organization's yearly results, visions, and financial statements. The commitment to publish yearly reports does not only work as a communication tool with the general public but also serves as a management tool to keep the organization in check.

(ii) Reassess Goals and Objectives

I will suggest EI to reassess its current goals and objectives listed on the strategic framework report to form a better guidance to its network of members. To achieve this goal, there are three particular aspects that EI can start with. First, EI needs to reassess its four main strategic goals by incorporating the MECE method, which stands for mutually exclusive and collectively exhaustive. That is to say, none of its current advocacy work and global effort should appear in more than one of its goals while all of its goals combined should be able to include all of the organization's current works. This method not only reduces confusions by avoiding overlapping concepts but also creates a comprehensive set of goals without leaving alternatives.

Second, EI needs to reassess its objectives which serve as key indicators of its measurement of success under its four main strategic goals. Currently, most of these objectives are based on quantity rather than quality. Hence, I would suggest EI include the measurement of quality in these indicators besides keeping them clear and relevant.

Last but not least, there needs to be coherence over the organization's large network of members. The goals and objectives of EI can only be achieved when all of its members are developing new programs and evaluating their current programs under the organization's strategic framework.

(iii) Building Stronger Connections with Members

To deal with the organization's weakness in connecting its members, EI needs to enhance both its vertical and horizontal communication channels. Regarding vertical communication, it is crucial for EI to keep its members aligned with the organization's visions. That is to say, there is the need to ensure that missions and goals are carried

out across the world in accordance to its guidelines and that the results and feedback should be reported back to the headquarters in a timely manner. As for horizontal communication, EI needs to figure out a way for members to communicate with each other more efficiently so that the organization as a whole could benefit from capacity building and experience sharing. There are several measures that EI can utilize to enhance connections with members. One of the most straight-forward methods would be holding annual conventions which gathers representatives from all the members across the world to create meaningful dialogues and build up communication channels.

V. Conclusion

ECPAT International (EI) is a unique NGO which stretches across 102 countries with 118 members in total. As pointed out in the previous sections, the strengths and weaknesses of the organization stems from the size and the complexity of its network of members. In an effort to maximize its potential and global outreach, EI needs to improve its transparency, reassess its goals and objectives, and build up solid connections within its network of members. These are all compound issues that deserve further discussion and planning on the management level. This report doesn't intend to cover intricate guidelines nor step-by-step solutions; nonetheless, it provides a fundamental overview of its current state which is often where real changes could take place.

VI. References

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